

## U.S. COST Firm Profile

**Beginning in Atlanta.** In 1983, former Georgia Tech professor John Williams and his wife, Ellen Kalb Williams formed U.S. COST. From a small office in Atlanta, GA, U.S. COST prepared construction cost estimates for architectural, engineering, government, and private clients on projects throughout the southeast.

**The Initial Management Team.** In 1984 John and Ellen persuaded former colleague Louis Parkins to join the firm and oversee day-to-day production activities. They appointed Lynn Matthews (the first Company employee) to the position of Chief Financial Officer, and the initial management team was in place. During the next few years, under Louis' guidance, the professional staff grew to cover all technical disciplines including architectural, structural, civil, mechanical, electrical, heavy civil, and environmental. Driven by Dr. Williams' intense interest in technology, U.S. COST also became an early advocate of using computers to enhance service and productivity. With the addition of major contracts with the Army Corps of Engineers, the U.S. General Services Administration, The City of New York, NAVFAC, MARTA, AFCEA, and many others, U.S. COST expanded into a new Atlanta headquarters, with Parkins as Vice President. Almost all of the original core employees are still with the Company.

**U.S. Navy Becomes A Major Customer.** 1984 was also an important year because Dr. Williams secured a contract with the Southern Division of the Naval Facilities Engineering Command (NAVFAC) to provide Value Engineering services on Navy projects throughout the south and in the Caribbean. In the 1990's, NAVFAC adopted U.S. COST's SuccessEstimator® as **the Navy's estimating software standard.**

**Expansion.** In 1985 U.S. COST began an expansion program with the acquisition of a small estimating firm in Dallas, Texas. Under the leadership of Charles Aguirre, who joined USC in 1988, the Dallas branch office became, and remains, the largest cost estimating firm in the area. In 1987, Steve Curran, another U.S. COST veteran, was promoted to Regional Operations Manager and opened the company's Northern Virginia office in Arlington, VA. In 1996, Chris Williams was promoted to the position of Vice President in charge of the newly formed Aviation Group. In addition to continuing work on the Reagan and Dulles Airports expansion, Chris aggressively pursued airport work with Parsons and others. Today, Aviation is the largest business group within U.S. COST with projects underway for Cleveland Hopkins Airport, Miami International Airport, Raleigh/Durham Airport, Indianapolis Airport, Columbus Airport, San Diego Airport, New Orleans Airport, and Sea-Tac International Airport, among others.

**SUCCESEstimator Software.** Although originally conceived as a services company, U.S. COST in 1988 retained a small software development company, headed by Robert Smoak, to develop an advanced computer cost estimating system. Named SUCCESS, the product was initially used inside the company in 1989. Renamed SUCCESEstimator, Version 5.2 for Windows 2000 and XP was released in 2002. Today SUCCESEstimator has thousands of users including the U. S. General Services Administration, Sears, Merck Pharmaceuticals, American Electric Power, U.S. Navy, U.S. Department of State, CH2M/Hill, Lockwood Greene Engineers, Duke Power, Miller Brewing, Bechtel, and many others. In February 2003, U.S. COST will release the first truly web based estimating system, eSUCCESEstimator. This product will revolutionize the way our customers collaborate and manage costs and the way we deliver estimating services to our clients. Bob Smoak is now Chief Technology Officer and Senior Vice President for Software Product Development.

**V.E. And Custom Technologies.** Value engineering and project scheduling have been important services provided by U.S. COST since the beginning. The Company has completed more than three thousand studies on major projects for customers such as the City of New York, the Port Authority of New York & New Jersey, The Southern California Water District, Florida DOT, Texas DOT, Corps of Engineers, NAVFAC, MBTA, and many others. Wade Martin, RA, AVS joined the Atlanta office in 1987 as a project manager with strong scheduling expertise, and in 2001 was appointed Vice President in charge of all corporate Value Engineering and the Custom Technologies Group (CTG).

**Atlanta Expands.** While activities were underway elsewhere, the Atlanta Estimating Group continued to expand its staff and skills. Nelson Salabarria, who joined USC in 1988, succeeded Louis Parkins as Manager of the Atlanta Estimating Group in 1995. Parkins was appointed Vice President responsible for the USC Estimating Groups in Atlanta, Dallas and Arlington. During this time field offices were also established in Norfolk, VA; San Diego, CA; Miami, FL; Seattle, WA, and elsewhere. Both Nelson and Louis furthered company development in the southeast, acquiring major new contracts with customers such as the U.S. GSA - Public Buildings Service, RSP Architects, and HOK, while sustaining and expanding work with existing clients such as the Corps Mobile District. The Atlanta Estimating Group is now headed by seven-year USC veteran Dana Meier. With the beginning of the new century in 2001, John Williams assumed the positions of Chairman and Chief Executive Officer for U.S. COST, Louis Parkins was appointed President, and Salabarria was promoted to Vice President for the Cost Management Group.

**U.S. COST Looks To The Future.** Still headquartered in Atlanta, U.S. COST in 2002 launched a major new program that will continue to expand the Company presence geographically and add new products and services. Existing and new customers will benefit from additional local administration of projects controls, cost estimating, scheduling and value management services. Additional expansion in technical resources to support SUCCESEstimator customers with on-site integration,

unique databases and specialized software tools will allow U.S. COST to create the most efficient project delivery systems in the world. We believe that the release and application of eSUCCESEstimator will fundamentally change the way many customers relate to our products and services. Now anyplace, anytime, in realtime our customers can access the web and follow cost estimates as they are developed, collaborate and share data and reports among the project team, manage and query data across projects with the click of a mouse, even edit the estimates as necessary. Our stability, focused technical strength, management depth and commitment to complete customer satisfaction will continue to be reinforced and advanced as we move with excitement into the next twenty years.